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ABSTRACT

The Report on Information Needs Assessment, on which this summary is based, had two purposes: to serve as background and resource information for The National Center for Child Advocacy of the Children's Bureau and to aid the Bureau in identifying prime issues that could be studied. A research panel composed of three specialists actively engaged in child welfare research and administration was convened to assist in the identification and review of high priority issues. The preliminary issues were discussed by state and local office representatives at five regional meetings held in 1976 and condensed into 15 basic issues. The research panel identified four issues from the 15 for which relevant, in-depth information is needed by federal and local governments in order to develop and implement responsive programs and to plan future policy. Discussed in detail, the issues of highest concern are: service planning and process; court involvement; status offenders; and older children. Appendix A discusses all 15 issues identified at the regional conferences, while Appendix B lists the names and addresses of the participants in the regional conferences. (Author/JK)

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# SUMMARY OF NEEDS ASSESSMENT:

## A Review of Child Welfare Service Information Needs and a Discussion of Selected Topics

Adapted from the

"Report on Information Needs Assessment"

Prepared by:

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# FOREWORD

In our continuing effort to investigate, understand, and report on conditions adversely affecting the welfare of children, the Children's Bureau met with social service administrators and practitioners across the country representing 240 local agencies. The purpose of these meetings was to identify and examine a broad range of concerns with respect to the quality and delivery of social services affecting children, youth, and their families.

The meetings were highly productive, providing us with considerable insight to the problems faced by agencies in their day-to-day attempts to serve clients. They were also revealing in that they suggested that agencies were experiencing shifts in concentrations of populations being served, more extensive involvement with the courts, and greater numbers of older children coming to their attention.

The meetings resulted in voluminous data which were analyzed and synthesized by project staff, Children's Bureau staff, and a small group of highly-recognized experts in the field of child welfare:

Dr. Shirley Jenkins
Professor, School of Social Work
Columbia University;

Dr. Don Brieland
Dean, School of Social Work
University of Illinois; and

Mr. Anthony Ricci
Assistant Director of
Community Services
Rhode Island Department of Social
and Rehabilitation Services.

We especially wish to express our appreciation to these experts for the patience, diligence, thoroughness, and thoughtfulness with which they approached the problem. Based on their recommendations, the Children's Bureau is supporting

a major survey examining the first ninety days in the history of a representative sample of cases which come to the attention of local agencies. The survey will focus on the history of the clients with the same or other agencies, the characteristics of the clients, the intake process, and all services planned or delivered during that 90-day period. We anticipate the information will be extremely useful to assist us and you to design better programs of social services for children, youth and their families in early identification, prevention, and more immediate delivery of effective services.

Most of all, we would like to thank the state and local social services administrators and practitioners for sharing their knowledge and experience with us, and for the support and cooperation extended to the project staff.

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Helen V. Howerton, Chief
National Center for Child Advocacy
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SUMMARY OF NEEDS ASSESSMENT

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## SECTION I

## BACKGROUND

The National Center for Child Advocacy of the Children's Bureau, Administration for Children, Youth, and Families, in DHEW's Office of Human Development Services has contracted with Westat, Inc., and Peat, Marwick, Mitchell & Co. (PMM & Co.) to conduct a National Study on Selected Issues of Social Services to Children and Their Families. The primary goal of the project is to develop a feasible, timely, and valid procedure for generating in-depth data on the provision of social services to children and their families by the public welfare system. The additional objectives of the study are: (a) to formulate a conceptual framework for specifying data needs for planning, policy formulation, program development, research, technical assistance, and training to meet the social service needs of children and their families; (b) to acquire the necessary data for a specified set of high-priority issues pertaining to social services to children and their families; and (c) to translate for and assist a small number of states in the adaptation of the national technology for intra-state data needs.

The study is being conducted in two phases. Phase I involves the development and implementation of a data acquisition technology to gather information from local public social service offices on client characteristics, service delivery systems, and the specific services provided. The Phase I data collection was concluded in September 1977. Phase II will utilize this data acquisition technology to gather information on a specific topic -- intake -- an issue selected from those presented in this Summary of Needs Assessment.

The Summary of Needs Assessment was prepared in response to objective (a) stated previously to serve as background and resource material for the Children's Bureau on the prime concerns of professionals in the field, and to assist in selecting an issue for the Phase II survey. Since this report is based on issues of concern expressed by social service administrators, it is hoped that the data collected on intake during Phase II will be particularly relevant to the current needs of the field.

This summary has been developed specifically to enable participants in the 1976 regional conferences[1] and other interested persons to review the summarization of the social service needs and concerns from a national perspective. This report covers only primary issues which fit the particular methodology of this study, i.e., national surveys of a representative sample of public social service agencies serving children and their families. Information needs involving the evaluation of agency or service effectiveness, in particular, have been omitted since they were not feasible considerations for this type of data acquisition. Thus, this report should be used in combination with a variety of other sources in considering the full range of information needs meriting special attention in the field of child welfare.

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[1]A list of conference participants is given in Appendix B.

## SECTION II

## IDENTIFICATION OF ISSUES

The Report on Information Needs Assessment, on which this summary is based, had two purposes: to serve as background and resource information for the Children's Bureau and to aid the Bureau in identifying prime issues that could be studied by using the survey methodology developed under this project. A research panel composed of three specialists actively engaged in child welfare research and administration was convened to assist in the identification and review of high-priority issues. The research panel met in October 1976 with representatives of the Children's Bureau, Westat, Inc., and PMM & Co. to begin development of a framework for discussion of issues of importance to professionals in the field of child welfare. The preliminary issues were discussed by state and local office representatives at five regional meetings held in November and December of 1976.

The various points raised by the participants at the five regional meetings were condensed into fifteen basic issues that were of particular concern across the nation. The fifteen issues are:

- The lack of primary preventive services
- The diversification of funding resources which complicates the provision of services
- The entry of status offenders into the child welfare system
- The increasing incidence of single parenthood and the addition of more women to the work force which result in a growing need for day care and related social services

- The lack of service planning
- The lack of strong integration of services and coordination with other systems
- The advent of new client populations brought in by shifting modes of referral
- The increase in court involvement
- The entry of older children into the child welfare system
- The lack of sufficient resources
- The inappropriate utilization of staff
- The change in purchase-of-service involvement
- The decision-making required by long-term placement and adoption
- The lack of definition and utilization of emergency services
- The difficulties associated with interstate placements

Each of the above is discussed in more detail in Section III and Appendix A.

The research panel was asked to further synthesize these issues using the following criteria:

- Relevancy to the major social changes that influence family life and, therefore, impact upon demands for social services.
- Degree of concern expressed by professionals in the field.
- Amount of information currently available on each topic and degree to which more information would help address the problem.
- Suitability to this project -- issues had to be national in scope, amenable to survey methodology, and based on local office input.

Using these criteria, the research panel identified four issues from the fifteen for which relevant, in-depth information is urgently needed by federal and local governments in order to develop and implement responsive new programs and to plan future policy. The four issues of highest concern are:

- Service planning and process
- Court involvement
- Status offenders
- Older children

These issues are discussed in detail in Section III.

SECTION III

HIGH-PRIORITY ISSUES

## Service Planning and Process

Across the nation, there is a great deal of similarity in the service planning problems faced by state and local public social service departments. Typically, social service professionals state that:

- Most service systems are crisis-oriented; services are not directed toward prevention of problems or the strengthening of family child-rearing capabilities.
- There is a generalized lack of adequate diagnosis and case planning at intake which results in the use of certain services, often foster care, as a standard response to a variety of client situations. In some cases, a basic problem may be overlooked or treated inappropriately, resulting in the worsening of the situation. In other cases, when the service of first choice is unavailable, ineffective surrogates may be utilized, resulting in a lack of effective help for the child. Thus, some disturbed children who are now in the system are the "results" of the system itself.
- There is an absence of long-term planning for children, including periodic follow-up and case review, which often results in children becoming "lost in the system". Too little attention is given to the concept of a permanent family for children through adoptions, subsidized adoptions, or guardianships as alternatives to indefinite placement.

The root of appropriate service delivery is the process of diagnosing needs and developing realistic treatment plans for clients. Decisions made during intake and in the early stages of

service delivery may have a critical, detrimental, and frequently long-term, effect on clients. Thus, study of this process is needed in order to fully define the problems and to suggest alternative ways to eliminate the underlying causes.

Court Involvement

It is evident that across the nation, the numbers of court referrals to public social service offices are increasing, partly due to recent legislation such as the Juvenile Justice and Delinquency Prevention Act of 1974, Public Law 93-415. Local offices are hard pressed to serve all of these cases, and planning for them is difficult since their numbers cannot be predicted in advance.

The following examples of court involvement problems have been identified:

- Cases referred by the courts are increasing in number and complexity, and local offices are finding it difficult to plan for and serve all of these cases.
- The courts often use the public social service system as an agency of last resort for difficult cases. The social service agencies are mandated to accept such cases.
- Case decision making by judges and lawyers may take precedence over social work decisions, especially with regard to mandating placement of children. Child welfare professionals view this practice as underutilizing social service expertise to the detriment of the child.
- Workers having to deal with the courts lack sufficient legal background, and agencies generally lack sufficient legal staff to interact effectively with the courts.
- The number of older children involuntarily referred by courts -- adolescents, status offenders, and children in need of supervision (CHINS) -- is

increasing. Local offices lack adequately trained staff and service resources to meet the new demands and needs of this client group.

Court involvement may be viewed in two ways: first, in relation to the service planning and process issue; or second, in terms of the implications of the legal/judicial process on local office functioning. For the former, an examination of the impact of court involvement on the array of intake processes, i.e., diagnosis, service plan development, choice of service strategy, and case review, would be particularly helpful. For the latter, local offices indicate that they needed to know more about the operations of the court and court authority in order to relate more effectively to the judicial process.

Over the next few years, it seems evident that local offices will continue to be confronted by increased court involvement and must come to terms with it if the social service needs of court-referred children are to be effectively addressed. Information provided by research in this area will assist local offices in identifying the specific problems of court involvement and developing appropriate programs and policies to address these problems.

## Status Offenders

Status offenders are children found by the court to have committed an offense that would not be an offense if they were adults. This category includes children who are truants, runaways, incorrigibles, or in need of supervision (PINS, CHINS, or MINS). Almost all states report an increase in the number of adolescents who are classified as status offenders. The increase poses major problems because status offenders represent different and often more complex problems than do dependent children. Substance abuse and sexual activity are examples of such special problems.

Questions revolving around status offenders include:

- Does a child have a legal right to treatment?
- Does legislation require the referral of status offenders?
- Is the service plan for status offenders dictated by the court?
- Does the judge accept the social worker's service plan?
- Does conflict exist between the judge and the social worker, and in what areas?

Information on the numbers, kinds, and problems of status offenders is clearly needed before the local offices will be able, as a group, to deal effectively with the courts.

Older Children

While status offenders are an especially problematic client group, there is also much concern about the problems of other groups of older children to whom social services are provided. There has been a dramatic increase during the past decade in the number of older children in the average agency caseload. Some of the factors cited for this increase are:

- the movement away from institutionalization of clients;
- the diversion of status offenders from the courts;
- the increased numbers of single and married teenaged parents;
- the heightened awareness by public agencies of child abuse and neglect, including maltreatment of teenagers;

- the higher incidence of divorce among families with children, and increasing reports of child custody proceedings in which neither parent seeks to retain custody of the children;

- the increasing numbers of parents who turn their hard-to-handle adolescent or preadolescent children over to public social service offices; and

- the increased numbers of children and youths who run away from intolerable home situations.

Problems most often cited by practitioners regarding older children are:

- The traditional focus on and primary commitment of child welfare policies and programs to younger dependent and neglected children is too narrow to accommodate the older client population.

- Chronic service delivery problems, such as weak case planning and the lack of facilities, skills, funds, and resources, can be more severe in relation to older children who present different and often more complex problems than do younger children.

These problems will not be solved until more information is available on the numbers of older children requiring public social service assistance and on the staff and facilities needed to provide such assistance.

## SECTION IV

## SUMMARY

In order to select one single issue for study in the second phase of the project, the four priority issues were examined in terms of study implications, current relevance, and complexity. Throughout this selection process, it became clear that the four issues were not separate and distinct, but that they were closely related. Status offenders and older children, for example, both require a different approach to service planning than do younger children, and both groups are frequently involved with the courts. The service planning process itself is further complicated by the intertwining and sometimes conflicting relationships between the child, the social service agency, and the courts. Therefore, it was decided that the second phase survey, to be conducted in 1978, would examine these issues as they are manifested during intake, i.e., the entry of children and families into the public social service system and the determination of the services to be provided.

This survey will collect information on two critical areas related to intake. First, the problems children and families are currently presenting to local offices, since these presenting problems will affect the pattern of services during the 1980's. Data collection on this topic will focus on presenting problems, background of the child and family, previous service requests, time spent in intake, development of the service plan, nature of any court involvement, and training of intake and case workers assisting the client.

The second critical area to be addressed is local office intake practices and procedures which involve the processes used by these offices in developing treatment plans for children and

families. The study will examine the processes involved in accepting a case, planning and prescribing services for both the child and family, determining whether the child will remain at home or will be removed for placement, and working with other agencies to promote the welfare of the child and the family.

The Phase II survey will document the current demand for services, and the processes which are used to meet these demands. The data will assist federal, state, and local agencies in making informed policy decisions and developing more effective service programs for the next decade.

# APPENDIX A

## ISSUES IDENTIFIED BY

## STATE AND LOCAL SOCIAL SERVICE PERSONNEL

## AT REGIONAL CONFERENCES

November-December 1976

## THE LACK OF PRIMARY PREVENTIVE SERVICES

Few public social service agencies provide services directed toward prevention, or reaching a family before internal problems explode into a crisis. More outreach programs are needed to enable agencies to advise and counsel families before major family disintegration occurs. More available support services, such as day care and day treatment, would assist local offices in serving families before breakup occurs and placement is necessitated.

Many local social service offices do not publicize their programs; and consequently, many troubled families either do not seek public assistance or they approach associated agencies less appropriate for meeting their needs. Thus, there is a need to educate the community on the services which are available, and to provide direct access to these services.

## THE DIVERSIFICATION OF FUNDING RESOURCES WHICH COMPLICATES THE PROVISION OF SERVICES

Under Title XX and other initiatives, eligibility criteria have been established for programs and services which previously had no such criteria. These criteria are not always concurrent, and eligibility for one service is not necessarily equivalent to eligibility for other, or all, services. This situation is difficult for some case workers to accept and implement, and it is difficult for many clients to understand.

Determination of eligibility across funding sources may involve difficult decisions, collateral contacts, investigations, and other activities. Errors may occur, resulting in an eligible client being incorrectly determined ineligible, and vice-versa.

States provided numerous illustrations of the impacts of diverse funding:

- A court orders residential care but Title XX funds will not cover the services. Other funds must be found.
- Title XX finances protective services for all children. Other funds must be found for family supportive services to prevent additional abuse situations in these protective service situations.
- Sometimes several sources of funds must be tapped for different services for a particular child or family, including AFDC, Title XX, special state funds, local funds, or court funds.
- State legislatures are setting ceilings on all funds for Title XX services, and numerous agencies and groups are competing for these funds. Often, this process results in reduced funds for child welfare programs.
- An increasing amount of "purchased" service is being provided because some private sources can produce the local matching funds. These purchase arrangements are not necessarily the treatment of first choice.

## THE INCREASING INCIDENCE OF SINGLE PARENTHOOD AND THE ADDITION OF MORE WOMEN TO THE WORK FORCE WHICH RESULTS IN A GROWING NEED FOR DAY CARE AND RELATED SOCIAL SERVICES

Statistics clearly show that single parenthood is increasing. A parallel development has been the addition of more women to the work force. This situation is having a significant effect on day care, not only as a service allowing women to enter or remain in the work force, but as a focal point for other supportive social services.

The fact that children may receive day care means that fewer children need be in placement. However, the need for counseling

and other services increases for the working mother, particularly when she is functioning as a single parent.

Another important related factor is that illegitimate births are increasing among very young girls. These mothers, who are children themselves, are not competent to function in a parental role and need supportive services both for themselves and their children.

## THE LACK OF STRONG INTEGRATION OF SERVICES AND COORDINATION WITH OTHER SYSTEMS

The integration of services within the child welfare system is weak due to a tendency to isolate family members and to serve each member independently. This practice has the effect of reinforcing the distance and conflicts among family members, and does not allow the family as a whole to receive services in a comprehensive way.

The integration of child welfare services with services provided by other systems (criminal justice, mental health, and others) is often a problem. The impact of these other systems upon the child welfare system is unclear and difficult to predict. Additionally, coordination between child welfare services and these related services is often ineffectively accomplished because all of these services compete for the same limited funds. Therefore, there is reluctance by some workers to coordinate with other services, in the fear that their own programs or services will be threatened.

## THE ADVENT OF NEW CLIENT POPULATIONS BROUGHT IN BY SHIFTING MODES OF REFERRAL

There have recently been significant shifts in the sources of referral for the initiation of social services requests. Most cases are now coming into the public child welfare system through referral from other community systems, especially the courts. One major characteristic of these cases is that they are involuntarily referred. In one state, new legislation on child abuse and a 24-hour hotline resulted in a drastic increase in referrals and reports of suspected abuse. The requirement for immediate follow-up, linked with no increase in staff, has resulted in an increasingly neglected and growing foster care caseload.

The diversity of sources of referral is increasing as more members of the community become aware of the public social service office, and as networks of helping agencies develop in each community. More sources of referral have caused more service requests, and refusals are becoming more numerous.

Changes in technology have produced new sources of referral. Toll-free telephone hotlines are used to report alleged abuse and neglect cases, and a different type of hotline is available for adolescents to discuss or report events of concern to them. Centralized data bases, developed from individual case records, can be used to automatically refer AFDC cases with clear needs for services.

## THE LACK OF SUFFICIENT RESOURCES

Across the nation, there is a lack of service resources of all types. However, this lack is not a uniform condition, and may be more severe in some portions of the country than in others. In

rural areas, the problem revolves around the simple lack of numbers of service resources; while in urban areas, the problem centers around the coordination of resources which would help to eliminate duplication and to identify types of resources which are unavailable.

Specific service resources which are generally recognized as being in critically short supply are those for severely emotionally disturbed children, as well as foster homes and group homes for adolescents and children from cultural, ethnic, or linguistic minorities. Other reported gaps include homemakers and counseling for parents while the child is receiving services in the home.

Problems arise when a diagnosis is made and a service plan is developed, but the service resources of first choice are not available, and service resources of second choice are used. This practice results in the inappropriate use of the resource, the expenditure of a portion of that resource's capacity unnecessarily, and a lack of assurance that the proper approach is being followed with each case.

States report that it is virtually impossible to know which are the services of first choice. There are many screens which enter into this:

- If a service diagnosis is entered into the record, it will not usually show the service of first choice, if the first choice was not used for any of a variety of reasons.
- Workers automatically pass over consideration of services that are not available.
- Usually, the service provided is the only service available.
- Concepts of "first choice" vary widely according to the background of the worker, the nature of the community, and other factors.

## THE INAPPROPRIATE UTILIZATION OF STAFF

Staff members of public social service offices have diverse educational backgrounds, ranging from high school educations through MSW or higher degrees. There is agreement with the theory that individuals should be placed in positions where their training is most appropriate. However, implementing this theory is a problem. The most serious problem reported is that no differentiation in educational levels is made for many job descriptions.

Many states continue to require a BA degree as a minimum educational background for case workers. However, other states (through civil service, and following the trend initiated in downgrading assistance payments worker requirements) permit non-BA's to enter the system as paraprofessionals or case aides. This trend results in several problems: (1) the lack of educational requirements being linked to job descriptions which permits the paraprofessionals to move up to case worker and supervisor positions, and (2) the increased pressure from civil service or merit systems to substitute experience for all educational requirements for beginning case workers.

The problem becomes especially acute when states make no differentiation in assignemnts between degreed and non-degreed staff. There is also a tendency to promote MSW's to supervisory positions, when many of them would be more effective at the direct client level.

In addition to diverse educational backgrounds, local offices also have mixtures of staff types, including full-time workers, part-time workers, paraprofessionals, students, and volunteers. The qualifications for these staff types may vary from state to state, and from local office to local office, but the main problem involves the appropriateness of the tasks assigned to each type.

For example, some full-time BA-level workers have the responsibility of driving clients to medical or other appointments. This task is far more appropriate for volunteers, students, or paraprofessionals, and it unnecessarily uses professional workers' time, already in short supply. The appropriate roles of paraprofessional staff are especially unclear in some local offices.

There is a lack of training of all types for workers, including orientation, in-service training, and skill development. Often, when budget cuts are made, training funds are among the first items to be reduced.

In addition to providing training, there is a need for correlating it with good supervision for all levels of staff. Because of changes in program requirements and changes in staff, the needs for training and supervision are continuous.

## THE CHANGE IN PURCHASE-OF-SERVICE INVOLVEMENT

Significant differences exist among the states in terms of the concepts, terminology, and applications of purchase of services. Increased caseloads, Title XX requirements, staff cutbacks, hiring freezes, and other pressures are causing more services to be purchased. In general, purchase of service has become a confusing situation in many states.

As the purchase of services increases, state and local offices need increased funds for administrative and related costs, thus reducing the availability of these funds for the actual purchasing of services. Contract negotiations and monitoring also require special skills not available in many local offices.

## THE DECISION-MAKING REQUIRED BY LONG-TERM PLACEMENT AND ADOPTION

Long-term placement and adoption are based upon different concepts, and are entered into for different reasons; however, both should be based upon careful decision-making. The decisions should consider the rights of the natural parents, the foster parents, and the child. The extent of acceptance of the concept of a permanent family for a child should also be considered. The questions raised about long-term placement and adoption include the following:

- When adoption is not possible, has an appropriate long-term plan been developed?
- What has been the impact of subsidized adoption?
- What are the implications of open adoption, in terms of the confidentiality issue?

## THE LACK OF DEFINITION AND UTILIZATION OF EMERGENCY SERVICES

Significant differences exist in the definitions of "emergency", "crisis", and other concepts among the states, and among their local offices. In some states, emergencies are reported to be common occurrences; while in other states, relatively few emergency situations occur. Without a shared definition, no clear national picture of emergency services can be developed.

Since local offices have limited resources for all services, emergency and crisis situations are treated with low priority when allocating funds. Emergency shelters are few, and many communities must rely on local jails to provide temporary emergency shelters. Food, cash, clothing, temporary housing, and other items are in short supply in many local offices. Crisis or emergency-oriented services, such as 24-hour homemaker services, are expensive and are difficult for many local offices to sustain.

In general, there is a lack of a consistent approach to emergency or crisis situations by many local offices. In many instances, they are handled on an ad hoc, case-by-case basis.

## THE DIFFICULTIES ASSOCIATED WITH INTERSTATE PLACEMENTS

Interstate placements create difficulties and problems in a number of areas. For the family, the distance between the home of the parents and the site of the child weakens already troubled family ties. For the public social service office involved, initiation of a placement requires extensive staff time. Costs for the placement are high, but funds are restricted.

In addition, state policies may be conflicting or unclear. In-state institutions and groups may be opposed to out-of-state placements. Some localities and states are not using the interstate compacts which, when utilized, facilitate placements. Some interstate placements simply mean that a county close to a state border may find it more convenient to place a child in the other state than to place the child many miles away just to keep him or her in state.

Finally, institutions must accommodate in-state children; and placements from other states may cause overflow situations to arise. States which have large numbers of institutions or highly-publicized institutions may be over-utilized.

# APPENDIX B

# PARTICIPANTS IN THE

# 1976 REGIONAL CONFERENCES

PARTICIPANTS IN THE 1976 REGIONAL CONFERENCES

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GEORGIA

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SOUTH CAROLINA (Continued)

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| Ruth Townsend<br>District Supervisor | Department of Social Services<br>District IV Office<br>P.O. Box 510<br>Florence, SC 29501 |

TENNESSEE

| Name and Title | Address |
|---|---|
| Josephine Akins<br>Director of Research | Department of Human Services<br>208 State Office Building<br>Nashville, TN 37219 |
| Ruby Burford<br>Supervisor | Davidson County Department of Human Services<br>1616 Church Street<br>Nashville, TN 37203 |
| Virginia Jennings<br>Supervisor | Hawkins County Department of Human Services<br>413 Highway 66 South<br>Rogersville, TN 37857 |
| Mary L. Jones<br>Supervisor | Wilson County Department of Human Services<br>P.O. Box 806<br>Lebanon, TN 37087 |
| Mary G. Keck<br>Supervisor II | Department of Human Services<br>Box 2120<br>Johnson City, TN 37601 |
| Solomon Lindsey<br>Supervisor | Hamilton County Department of Human Services<br>42 East Eleventh Street<br>Chattanooga, TN 37402 |
| Virginia Moore<br>Director | Department of Human Services<br>208 State Office Building<br>Nashville, TN 37219 |
| Judy F. Pack<br>Supervisor | Hamblen County Department of Human Services<br>Westgate Professional Building<br>2613 West Andrew Johnson Highway<br>Morristown, TN 37814 |
| Carolyn L. Rush<br>Supervisor | Sumner County Department of Human Services<br>460 South Water<br>Gallatin, TN 37066 |
| Jacob Walker<br>Supervisor | Caliborne County Department of Human Services<br>P.O. Box 259<br>Tazewell, TN 37879 |

TEXAS

| Name and Title | Address |
|---|---|
| Mary Barrett<br>Regional Director of<br>Social Services | Dallas, Texas Department of Public Welfare<br>Protective Services for Children<br>John H. Reagan Building<br>Austin, TX 78701 |
| Gary Bearden<br>Caseworker | Ellis, Texas Department of Public Welfare<br>Protective Services for Children<br>Courthouse Basement<br>Box 276<br>Waxahachie, TX 75165 |
| Eleanor Bird<br>Supervisor | Brazoria, Texas Department of Public Welfare<br>Protective Services for Children<br>131 E. Live Oak<br>Angelton, TX 77515 |
| Ronald Black<br>Field Management<br>Specialist,<br>Social Services Branch | Texas Department of Public Welfare<br>John H. Reagan Building<br>Austin, TX 78701 |
| Rita Blanchard<br>Supervisor | Denton, Texas Department of Public Welfare<br>Protective Services for Children<br>P.O. Box 2186<br>County Courthouse Annex<br>Denton, TX 76201 |
| Elizabeth Brandt<br>Program Director | Fort Bend, Texas Department of Public Welfare<br>Protective Services for Children<br>3004 Yale<br>Houston, TX 77018 |
| Susan Fursman<br>Program Evaluator | Harris, Texas Department of Public Welfare<br>Protective Services for Children<br>9910 Homestead<br>Houston, TX 77007 |
| Wayne Hairgrove<br>Program Director | Tarrant, Texas Department of Public Welfare<br>Protective Services for Children<br>P.O. Box 17129<br>Ft. Worth, TX 76102 |
| Virginia Little<br>Registered Nurse | Texas Department of Health<br>John H. Reagan Building<br>Austin, TX 78701 |

| Name and Title | Address |
|---|---|
| Marjorie Moore<br>Supervisor | Rockwall, Texas Department of Public Welfare<br>Protective Services for Children<br>P.O. Box 1136<br>Greenville, TX 75401 |
| Teda Neill<br>Caseworker | Jeff Davis, Texas Department of Public Welfare<br>Protective Services for Children<br>P.O. Box 1015<br>Alpine, TX 79803 |
| Murray Newman<br>Director of Program Planning, Office of Management | Texas Department of Public Welfare<br>John H. Reagan Building<br>Austin, TX 78701 |
| Dee Roessler<br>Supervisor | Collin, Texas Department of Public Welfare<br>Protective Services for Children<br>805 N. McDonald<br>McKinney, TX 75069 |
| Don Stiles<br>Supervisor | Kaufman, Texas Department of Public Welfare<br>Protective Services for Children<br>P.O. Box 150<br>Kaufman, TX 75142 |
| George Strickland<br>Supervisor | Montgomery, Texas Department of Public Welfare<br>Protective Services for Children<br>P.O. Box 292<br>101 Simonton<br>Conroe, TX 77301 |
| Elizabeth Thompson<br>Program Director | Tom Green, Texas Department of Public Welfare<br>Protective Services for Children<br>P.O. Box 951<br>1318 Bell Street<br>San Angelo, TX 76901 |
| Louis Thorp<br>Supervisor | Reeves, Texas Department of Public Welfare<br>Protective Services for Children<br>P.O. Box 3646<br>Odessa, TX 79760 |

| Name and Title | Address |
|---|---|
| Evelyn Vineyard<br>Supervisor | Johnson, Texas Department of Public Welfare<br>Protective Services for Children<br>P.O. Box 506<br>Cleburne, TX 76042 |
| Lynn White<br>Program Director | Liberty, Texas Department of Public Welfare<br>Protective Services for Children<br>Galveston County Courthouse Annex<br>Galveston, TX 77550 |

VERMONT

| Name and Title | Address |
|---|---|
| Jane Kitchel<br>Assistant Director of<br>Field Operations | Department of Social and Rehabilitative Services<br>81 River Street<br>Montpelier, VT 05602 |
| Anna Neville<br>District Director | St. Albans Division of Social Services District Office<br>P.O. Box 629<br>St. Albans, VT 05478 |

VIRGINIA

| Name and Title | Address |
|---|---|
| Frances D. Beam<br>Director | Henry County Department of Social Services<br>P.O. Box 788<br>Kings Mountain Road<br>Collinsville, VA 24078 |
| Kathy Bigalke<br>Supervisor | Alexandria Department of Social Services<br>Homefinding, Reviews and Licensing<br>110 N. Royal Street<br>Alexandria, VA 22314 |
| Ellisa Crosby<br>Supervisor | Fairfax County Department of Social Services<br>4041 University Drive<br>Fairfax, VA 22030 |
| Margaret Davidson<br>Associate Director<br>for Services | Alexandria Department of Social Services<br>110 N. Royal Street, 4th Floor<br>Alexandria, VA 22314 |
| Henry Gunn, III<br>Director | Department of Welfare<br>Division of Social Services<br>8007 Discovery Drive<br>P.O. Box K-176<br>Richmond, VA 23288 |
| Franklin R. Joseph<br>Superintendent | Danville Social Service Bureau<br>Municipal Building<br>P.O. Box 3300<br>Danville, VA 24541 |
| Mabelle S. King<br>Superintendent | Martinsville City Department of Social Services<br>P.O. Drawer 836<br>Martinsville, VA 24112 |
| Harry E. Land<br>Director | Pittsylvania County Department of Social Services<br>Drawer E<br>Chatham, VA 24531 |
| Joan Linhardt<br>Director | Loudoun County Department of Social Services<br>137-A S. Catoctin Circle<br>Leesburg, VA 22075 |
| Ricardo Perez<br>Director | Prince William County Department of Social Services<br>9127 Euclid Street<br>Iron Building<br>Manassas, VA 22110 |
| Larry Shaw<br>Assistant Director | Department of Welfare<br>Division of Administration<br>8007 Discovery Drive<br>P.O. Box K-176<br>Richmond, VA 23288 |

WASHINGTON

| Name and Title | Address |
|---|---|
| Darby Brown<br>Administration | King County Department of Social and Health Services<br>2009 Minor Avenue, E.<br>Seattle, WA 98102 |
| Peggy Brown<br>Social Service<br>Supervisor | Spokane Local Office<br>Department of Social and Health Services Regional Office I<br>1427 W. Gardner Avenue<br>P.O. Box 2868<br>Spokane, WA 99201 |
| Matthew Hudson<br>Deputy Regional<br>Administrator | Department of Social and Health Services Regional Office V<br>1210 S. Proctor<br>Takoma, WA 94805 |
| Ralph Littleston<br>Director | Department of Social & Health Services<br>Division of Community Services<br>Mail Stop 440<br>Olympia, WA 98504 |
| Kon Morrison<br>Administrator | Department of Social and Health Services Vancouver Office<br>P.O. Box 751<br>Vancouver, WA 98660 |
| Herbert Moushey<br>Social Service<br>Supervisor | Everett Department of Social & Health Services<br>Region III, Snohomish County<br>P.O. Box 598<br>Everett, WA 98206 |
| William Quick<br>Chief, Office of<br>Family Child & Adult<br>Services | Department of Social & Health Services<br>Division of Community Services<br>Mail Stop 440<br>Olympia, WA 98504 |

WEST VIRGINIA

| Name and Title | Address |
|---|---|
| Rozella Archer | West Virginia Department of Welfare<br>Division of Social Services<br>1900 Washington Street<br>Charleston, WV 25305 |
| Robert Clein<br>Director | West Virginia Department of Welfare<br>Research and Project Development<br>1900 Washington Street<br>Charleston, WV 25305 |
| Janice Dawson<br>Social Service<br>Worker II | Sutton Department of Welfare<br>P.O. Box 21-D<br>Harold Rte.<br>Sutton, WV 26601 |
| Richard L. Rector<br>Administrator | Spencer Department of Welfare<br>P.O. Box 159<br>Spencer, WV 25276 |
| Dorothy Sammons<br>Social Service<br>Supervisor,<br>Staff Training | Parkersburg Department of Welfare<br>P.O. Box 1465<br>Parkersburg, WV 26101 |
| Sandra K. Starr<br>Coordinated Services<br>Supervisor | Harrisville Department of Welfare<br>121 East Main Street<br>Harrisville, WV 26362 |

WISCONSIN

| Name and Title | Address |
|---|---|
| Edward Konkol<br>Section Supervisor,<br>Family and Children<br>Services | Milwaukee County Department of Social Services<br>1220 W. Vliet Street<br>Milwaukee, WI 53205 |
| William Lentz<br>Director, Bureau of<br>Management and<br>Evaluation | Wisconsin Division of Family Services<br>State Office Building, Room 300<br>1 W. Wilson Street<br>Madison, WI 53702 |
| Donald V. Ryd<br>Director | Washington County Department of Social Services<br>320 South 5th Avenue<br>P.O. Box 476<br>West Bend, WI 53095 |
| Ronald Schultz<br>Supervisor, Basic<br>Services | Dane County Department of Social Services<br>1202 Northport Drive<br>Madison, WI 53704 |



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